APPOINTMENT OF NON-EXECUTIVE BOARD MEMBERS

APPOINTMENT BRIEF
JANUARY 2019
1. ABOUT OCTAVIA

Octavia believes that good homes make for better lives.

Inspired by our founder, the social reformer Octavia Hill, we are a not-for-profit organisation providing thousands of people with good-quality affordable homes in inner London. Like her, we believe in the power of well-planned, well-managed housing to make a difference;

- A difference to the people who live in our homes, many of whom would otherwise be priced out of London.
- A difference to the vitality of local areas and their ability to give extra care and support to people who need it.
- And a difference to London as a whole, playing our part in sustaining the capital's rich diversity and social mix – something that benefits our entire society.
- We aim to build happier lives and resilient communities by focusing on people as individuals, providing them with a range of service and the opportunity to support themselves. We spend any surplus income – whether from our houses or our social enterprises – on investing in our homes and building for the future.
LOOKING AHEAD

It is an exciting time for Octavia as it prepares to strengthen its work in community development, care and support as well as increase its development activity. The organisation has been working on a new communications and branding project which will present the full offer of the organisation more effectively while still remaining true to the fundamental values and principles of Octavia Hill.

In the summer of 2018, Octavia was awarded an A+ rating with stable outlook by ratings agency, Standard & Poors (S&P). The rating comes ahead of a planned £100m bond issue, which will help fund a development pipeline of 1,000 homes over the next five years.

Octavia leads the Connected Partnership of Octavia, Shepherds Bush Housing and Origin Housing Groups and will be developing 866 homes in the 2016 to 2021 GLA Programme.

For more information on Octavia please following the links below to;

- Our Annual Report & Financial Statements:

- Octavia Residents’ Annual Report:
GOOD HOMES, BETTER LIVES: WHAT WE DO

SOME KEY FACTS:

- Octavia manages around 5,000 homes and operates in the highest value areas of London, mainly in Westminster and Kensington & Chelsea.
- £55.5m turnover.
- Rents less than a quarter of market rates – delivering over £70m in social value each year.
- Building 1,000 units over the next 5 years.
- Care portfolio includes 419 homes classified either as housing for older people or Supported Housing units. Seven extra care schemes provide independent living for older people with the provision of 24-hour care and support.
- Broad range of other community and support services including employment and training, an apprentice scheme, youth projects, outreach and support for older people, and debt and welfare advice.
- 83% satisfaction with service overall (social housing residents).
- Currently Grade 1 for both Financial Viability and Governance, with A+ rating from Standard & Poors.
- Winner of the Care Employer award in the Great British Care Awards 2017 and Sustainable Housing Provider of the Year 2018 with SHIFT.

OCTAVIA HOUSING

We have been managing homes for 150 years, which makes us one of the oldest housing associations in England. We currently manage around 5,000 properties, including some of the first homes that Octavia Hill acquired. We believe in the value of mixed communities and in giving people on low incomes the opportunity to stay living close to where they work or have longstanding social ties.

We provide homes but we also have a wider role as a force for good in the lives of local people, the areas they live in and London as a whole.

Known for our customer focus and resident engagement

We provide a personal service, responding to individual needs and providing support to help people sustain their tenancies. We also involve residents in the running of our organisation, from Board meetings to checking and reporting on our quality standards.

Our commitment to high quality and responsible development

As an award-winning developer of affordable housing, we specialise in producing attractive, well-designed, functional homes where quality comes first. All of our developments achieve high environmental standards.

Octavia’s aim is to develop 200 homes a year, including rented, shared ownership, extra care sheltered and private sale schemes in Central and West London.
CARE & SUPPORT

We offer a wide range of care and support services to older and vulnerable adults but we specialise in providing care for those experiencing dementia or with complex needs.

We provide housing with different levels of care and support, floating support and outreach services, and day care and activity centres. Flexibility is a key part of all of our care and support services as our focus is on the individual - helping people to stay as active and independent as possible.

DEVELOPMENT

We develop desirable homes for private sale on the open market, as well as homes for sale on a part-buy, part-rent basis. Our aim is to create opportunities for people in different financial circumstances to get a foot on the property ladder.

All of the revenue made from property sales is reinvested into building more affordable housing, as well as Octavia’s care and support services and community work.

We are proud of the innovative and responsible approach we take to development, and of specific projects like Greenhouses at Sulgrave Gardens – London’s first mixed tenure development built to the demanding Passivhaus low energy standards.

Octavia plans to develop 1,000 homes over the next five years.

OCTAVIA FOUNDATION CHARITY

Our Foundation is a registered charity that aims to support local people across three broad areas: to build financial independence; develop social connections and reduce social isolation; and linking communities together. Octavia have plans in place to grow this area of the organisation and to reach 5,000 local individuals in the local community. The work of the Foundation is supported by 22 charity shops in some of the most desirable shopping streets of London.
2. GOVERNANCE

Our Board is responsible for making sure that our activities are carried out to a high standard that keeps on improving.

The Board is currently made up of 11 individuals, which includes our Chief Executive and two residents. Each member brings valuable skills and experience from other sectors and organisations to their role. As a provider of social housing, we are regulated by the Regulator of Social Housing.

In the 12 months to March 2018 the Board completed a governance review which included externally facilitated appraisals of all members, the establishment of a stronger unitary Board (with oversight of all major strategies and policies) and the establishment of five specialist committees;

1. Estates
2. Services
3. Audit & Risk
4. Finance
5. Corporate Services
3. THE ROLES

PURPOSE OF POST - BACKGROUND

Three board members are due to retire during 2019 as they will have completed their maximum term of service. We intend to stagger the start dates of our new board members over the course of the year.

In addition to the Board appointment, one or more of the new board members may be asked to join or Chair one of the specialist committees.

The purpose of the main Board is to:

- Establish Octavia’s values and strategic direction.
- Approve strategies.
- Ensure that Octavia is managed with probity & integrity.
- Focus on performance, value for money and service quality.

KEY COMPETENCIES

Octavia operates a Skills and Behaviours Competency Framework based on the 3 R’s, which apply to all Board & Committee members, as well as our employees.

- R eliable
- R esponsive
- R espectful

Examples of things we will look for in non-executive board members are:

- Commitment to attend Board meetings, personal development and other events.
- Clear & concise communication.
- Collaborative working – a team player.
- Willing to accept collective responsibility for Board decisions.
- Self-awareness.
- Personal integrity.
- Drive for results and improvement – focussed on outcomes.
- The ability to think strategically, including the long term horizon.
- Putting the interests of Octavia first.
- Political astuteness in the context of our sector.
- Ability to hold others to account for the delivery of agreed targets and objectives.
KEY RESPONSIBILITIES

- Provide leadership on the direction and control of Octavia.
- Actively contribute to strategy in the broadest sense, but bringing your development skills and perspective to the table.
- Work constructively with the Chairs, Chief Executive and the rest of the executive team to achieve Octavia’s strategic objectives.
- Promote and uphold Octavia’s values.
- Represent Octavia with external stakeholders, including residents.
- Support the objectives of Octavia’s equality & diversity strategy.
4. PERSON SPECIFICATION

Octavia expects to appoint up to three new Board members to start at staggered points over the course of 2019.

We are particularly keen to add diversity to the Board and would welcome applications from the widest possible range of people, to ensure we reflect the diversity of the communities we serve.

EXPERIENCE AND KNOWLEDGE

All candidates should bring;

- All candidates should bring substantial experience of operating at a strategic level, either as part of a senior management team, as a non-executive board member or equivalent.
- Experience of leading or contributing to strategic decision making.

At this point, we are looking in particular for people who fit one (or more) of the following profiles;

1. Someone with **knowledge of and networks across local authorities, national and grass-roots charities and other organisations involved in the delivery of community development, care and support services.**

2. Someone with **experience as a chartered building surveyor** and of delivering building consultancy across diverse property portfolios, including historic buildings.

3. Someone with broad experience of planning and delivering **digital transformation in organisations delivering front-line services to diverse communities at scale** – including the technological and cultural change that transformation entails. Candidates who bring this experience from a housing setting would be particularly interesting but we are also interested in people who could bring fresh perspectives on service modernisation from other sectors.

4. Someone with **substantial strategic level experience in social housing** (ideally including knowledge of legal and regulatory frameworks, housing management, policy, development and financing) and where possible knowledge of the local area and its challenges.
PERSONAL STYLE AND COMPETENCIES

Respectful
- Willing to listen and to understand others and maintain credibility in your role and that of Octavia.
- Support others and gain trust. Positive and enthusiastic.

Responsive
- Creative, delivers practical solutions, and flexible to meet other needs.
- Willing to examine own values, principles and assumptions. Learn from own experiences.

Reliable
- Well organised, takes ownership, pro-active and goal focused.
- Transparent and open, keeps others informed, takes action and is sensitive to people’s needs.
TERMS OF APPOINTMENT

- We intend to stagger the start dates of our new board members over the course of 2019. Board members are appointed for an initial term of 3 years, renewable for up to two further 3 year terms (maximum 9 years).

- Most meetings take place at Octavia’s offices in London, W10 – near Kensal Green, Kensal Rise, Queen’s Park, Westbourne Park and Ladbroke Grove tube stations.

- Board members receive an annual fee of £4,500 per annum and Chairs of the specialist committees receive £6,500. The fee levels are subject to review in 2019. In addition reasonable expenses are reimbursed in accordance with the expenses policy.

- On average a Board member can expect to spend around two days a month on Octavia activities. Those willing and able to serve on committees commit slightly more time.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Octavia Housing on these appointments.

Candidates should apply for these roles through our website at www.saxbam.com/appointments using code JAUZC.

Click on the ‘apply’ button and follow the instructions to upload a CV and cover letter, and complete the application and equal opportunities monitoring* form.

The closing date for applications is noon on Wednesday 6 February 2019.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.
Appointment of Non-Executive Board Members

Octavia Housing

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